



*Self-Assessment Tool
Results for Windham, NH*



October 2008

Table of Contents

Introduction	Pg.3
Analysis of Responses	
Strengths	Pg.5
Concerns	Pg.6
Section 1. Access to Customers/Markets	Pg.9
Section 2. Agglomeration	Pg.13
Section 3. Cost of Land (Implicit/Explicit)	Pg.17
Section 4. Labor	Pg.20
Section 5. Municipal Process	Pg.23
Section 6. Quality of Life (Community)	Pg.27
Section 7. Quality of Life (Site)	Pg.30
Section 8. Business Incentives	Pg.31
Section 9. Tax Rates	Pg.33
Section 10. Access to Information	Pg.35

Introduction

Contained in this report is a summary of Windham's responses to the Self-Assessment Tool as of October 10, 2008, along with comparison data based on the responses of all of the other partner communities that have completed the assessment to date. Also included is an analysis of where Windham is particularly strong and where there may be some areas in need of improvement. Of course, all individual results will be kept strictly confidential

Project Overview

The Self-Assessment Tool and our accompanying analysis are part of an ongoing collaboration between Northeastern University's Center for Urban and Regional Policy, the Massachusetts Chapter of the National Association of Industrial and Office Properties (NAIOP), the NAIOP Foundation, various public interest groups, and all of the other partner jurisdictions included in our **Economic Development Partnership**. From its inception in 2003, the CURP team has sought to identify the "deal breakers" impeding private investment in local jurisdictions. We researched and identified what jurisdictions could do to respond to changing market forces, and we highlighted strategic opportunities for other key actors including state government, the private sector, academic institution, and regional agencies. Our focus has been the development of this Self-Assessment Tool and the creation of an analytical framework for providing feedback to our partners. This is an on-going partnership with much more to come in the future.

Methodology

The self-assessment questionnaire is the product of a rigorous and interactive process involving the research team, our partners in the development community, and the other partner communities in the study. That process generated a set of 36 broad themes – representing a total about 250 questions – relevant to economic growth and development.

At the same time, we surveyed a large group of NAIOP and CoreNet Global members and asked them to identify those broad themes – e.g., highway access, amenities, the timeliness of approvals and appeals, etc. – that were most important to firms and their advisors in location decisions. Their insights are intended to help local community leaders determine where to focus time and resources going forward.

The data in this report are presented in four groups:

- The first group shows the section and the questions in the section. This is a group of questions around one theme (i.e., Highway Access). Along with this is a circle that is Black, Half-black and White, or White. These circles represent the relative significance to a particular group of question's importance to market considerations in making location decisions.

- The second group is how Windham responded to the questions. Here only you know if these are the correct answers.
- The third group is the average response of all the other jurisdictions in our partnership
- The fourth group is a series of colored blocks in between Windham's answer and our "Comparison Group". In this comparison Windham is being compared to all the other partner communities. There is a built-in function that allows you to compare yourself against other criteria such as Budget Size, Race or Population, but for purposes of this analysis, we compared Windham with all our other partners.

Note that we have not provided an overall grade for Windham. Each of our partner communities has its own unique set of strengths and weaknesses, thus it would not be relevant to the process to assign arbitrary grades. Rather, we hope that this detailed breakdown of your relative performance will provide a solid base for further self-assessment, an opportunity for informed dialogue with your colleagues, and a roadmap for action.

For an update as to just how many other communities Windham is being compared with here please take this time to visit the new Economic Development Partnership website at <http://www.economicdevelopment.neu.edu/>

Strengths

In our analysis of factors that are deemed “very important” and “important” in our survey of developers and site location specialists, Windham, does very well, relative to our partner communities, in the following areas.

- 1) Windham does not impose weight restrictions on streets or access roads. In addition Windham has very good access by highway. Combining good access with limited weight restrictions makes for easy movement in and out of town.
- 2) How physically attractive a town is an important development factor. Windham appears to be committed to maintaining very attractive public spaces, vigorously maintaining public space and strictly enforcing public codes.
- 3) The quality of space in Windham is quite good. More than half all land in Windham is unused open space. There is also very little contaminated space.
- 4) The amount of space is an advantage for Windham as well. More than half of all land available for development are parcels of more than 5 acres or more. Also there is a large amount of land zoned for commercial and industrial uses.
- 5) Labor is paid well in Windham. Semi-skilled workers and manufacturing workers are paid an average wage of \$20 an hour. In addition high school teachers are paid an average annual salary of \$55,000 or more.
- 6) Windham has a diverse and skilled workforce with many skill sets available. Windham has many that are technically skilled or in the managerial or professional classes. There is strong capability and diversity in the Windham workforce.
- 7) Windham’s labor force is also highly educated. More than 85% of residents have earned at least a high school diploma, and between 36-50% of residents have earned at least a bachelor’s degree. Both educational measures are above average.
- 8) The timeliness of the permitting process is one of the most important development factors. Windham does better than its peer group in time for granting special permits as well as zoning variances and appeals during the review process.
- 9) Crime does not appear to be a problem at all in Windham. Windham has lower rates of residential burglary, auto theft and robbery than its peer group.
- 10) Windham has a home ownership rate of more than 76%, higher than average. In addition the vacancy rate for rental housing is very low, less than 3%. Windham appears to command very high demand for its housing market.
- 11) Windham schools seem to perform quite well. SAT scores are high, there is a low drop-out rate, and many students go on to four-year schools.
- 12) All property is taxed at the same rate in Windham. Generally commercial and industrial properties are taxed at higher rates, so an equal rate for all property is generally seen as good for development.
- 13) Currently there are few tax delinquent properties in town, less than 50. When tax title properties are an issue, tax abatement is sought to allow liens to clear for new owners.

*In other factors, less important to market factors, Windham also does very well, **relative to our partner communities**, in the following areas.*

- 1) Although airport access is considered “less important”, proximity to a major airport is definitely an advantage for Windham.

Concerns

*In our analysis of factors that are deemed “**very important**” and “**important**” in our survey of developers and site location specialists, Windham does not do very well, **relative to our partner communities**, in the following areas.*

- 1) Public transit options, especially around sites available for development, are pretty limited in Windham. Also there is no transit service available on nights and weekends.
- 2) Parking facilities near development sites are not offered by the town, this can cause problems during the development process. In addition Windham has not, to date, used state or federal grants to improve parking in town. Perhaps this has never been necessary in Windham, but communities with that experience will have an advantage.
- 3) Although Windham does take steps to ensure it remains physically attractive, only a small percentage of the town’s acreage is reserved for parks, less than 5%. In addition there is a good amount of vacant commercial and industrial space, which may distract from how attractive the community is viewed.
- 4) Some business services, specializing in services that new business might need, such as law firms specializing in commercial law, patents, or intellectual property, as well as other services such as business planning, venture capital, or recruiting are not readily available in Windham.
- 5) Although Windham has a local development strategy no specific industry type is targeted, and there is no industrial attraction policy.
- 6) Marketing activities by the town are essentially non-existent; there is no use of local, regional, or state organizations to help in marketing Windham for development opportunities.
- 7) There are deficiencies in Windham’s infrastructure capacity. The water supply and cellular service available can only meet current needs, so any development will either limit availability or require significant investment in infrastructure. Also the areas of public sewer, wastewater treatment and natural gas were all left blank.
- 8) Rents are somewhat of a concern in Windham. In most cases rental prices are slightly above average. In addition there is no “Class A” office space available.
- 9) Some aspect of the permitting process work well, some aspects are a concern. From the time of completion to occupation, the zoning variance, building permit, and appeals process, all seem to take longer than average.
- 10) There does seem to be quite a lot of resistance from abutters and organized neighborhood groups in Windham. This is a concern, to the extent that it slows the permitting process it needs to be addressed.

- 11) Although home-ownership in Windham is high and rental vacancies are low, home and rental prices are very high.
- 12) Amenities near development site matter, and unfortunately Windham is missing many of the basics, such as, fast food options, fine dining, and retail shopping.
- 13) Available business incentives are limited in Windham. Currently there are no state-level incentives in Windham. Locally no incentives are offered either.
- 14) Although having an equal tax rate on all property is good, the tax rate in general is a little higher than average. Also, the amount of local revenue collected from the residential portion of the tax is quite high.
- 15) Although current tax delinquent properties are limited, there are many tax defaulted properties. Exacerbating this problem is the fact that the town takes between 5-10 years to auction these properties, the comparison groups average under 5 years, some as little as 1 year.

*In other factors, less important to market factors, Windham also does not do very well, **relative to our partner communities**, in the following areas.*

- 1) A minor point, in a “less important” factor, but even though there is a major airport nearby, it is not accessible by any form of public transportation.
- 2) Rail freight service is not available in Windham, and although it is not the most important factor, municipalities that can offer it do have some advantage.
- 3) Overall the town website is pretty standard. A few content improvements could be made. Currently permit applications are not available on the town website. There is also no current list available of current hearings.

Self-Assessment Survey Results

Section 1: Access to Customers/Markets

● A. Highway Access

Report of Windham as compared to all jurisdictions

<i>Question</i>	<i>Windham</i>	<i>Comparison Group</i>
1: What percentage of available sites for retail trade, including your central business district, are within 2 miles of an entrance or exit to a limited-access major highway?	75%+	75%+
2: What percentage of available sites for manufacturing are within 2 miles of an entrance or exit to a limited-access major highway?	75%+	75%+
3: What percentage of available sites for general office space are within 2 miles of an entrance or exit to a limited-access major highway?	75%+	75%+
4: Does your jurisdiction impose weight restrictions on streets or access roads?	no	yes



● B. Public Transit

Report of Windham as compared to all jurisdictions

<i>Question</i>	<i>Windham</i>	<i>Comparison Group</i>
5: What percentage of available sites for retail trade are within 1/4 mile of public bus or rail rapid transit?	1-25%	75%+
6: What percentage of available sites for manufacturing are within 1/4 mile of public bus or rail rapid transit?	0%	50-74%
7: What percentage of available sites for general office space are within 1/4 mile of public bus or rail rapid transit?	1-25%	50-74%
8: Is there a transit-oriented development strategy in your plans for attracting new firms?	no	between yes and no
9: Is there a commuter rail or bus stop within 5 miles of your geographical boundaries?	yes	yes
10: Do you offer any shuttle services to other public commuting stations?	no	no
11: Is public transit service available on nights and weekends?	no	yes



● C. Parking

Report of Windham as compared to all jurisdictions

<i>Question</i>	<i>Windham</i>	<i>Comparison Group</i>
12: What percentage of available sites for retail trade have on-site parking?	75%+	75%+

13: What percentage of available sites for manufacturing have on-site parking?	75%+		75%+
14: What percentage of available sites for general office space have on-site parking?	75%+		75%+
15: Does your jurisdiction offer parking facilities near development sites?	no		yes
16: Have you employed tax abatements or other financial incentives to local employers to provide off-site parking?	no		no
17: Have you used state or federal infrastructure grants to improve parking in your jurisdiction?	no		yes
18: How much is typically charged for parking in your central business district? \$ Hourly			
19: How much is typically charged for parking in your central business district? \$ Daily			
20: How much is typically charged for parking in your central business district? \$ Monthly			



 **D. Traffic**

Report of Windham as compared to all jurisdictions

<i>Question</i>	<i>Windham</i>	<i>Comparison Group</i>
21: Do you have a traffic engineer or transportation planner on staff?	no	 no
22: Do you require firms or developers to provide traffic mitigation beyond the streets adjacent to the site? (E.g. traffic signals nearby, metering flow.)	yes	 yes
23: Do you require firms or developers to provide traffic personnel to control employee arrival and departure flows?	no	 no
24: How would you rate traffic into and out of your community during a typical weekday rush hour?	Moderately congested	 Moderately congested
25: Do you require a traffic impact analysis for large-scale development or redevelopment projects?	yes	 yes
26: Do you routinely use the services of a transportation consultant?	yes	 yes
27: Do you have access to traffic count data for the major roadways in your jurisdiction?	yes	 yes



 **E. Airports**

Report of Windham as compared to all jurisdictions

<i>Question</i>	<i>Windham</i>	<i>Comparison Group</i>
28: Do you have a local (municipal/ general aviation) airport?	no	 no
29: The closest regional airport is how many miles away?	6-10 miles	 6-10 miles

30: The closest major/international airport is how many miles away? 6-10 miles  20-30 miles

31: Is the airport accessible by public transportation? no  yes



F. Rail

Report of Windham as compared to all jurisdictions

Question	Windham	Comparison Group
32: Do you have rail freight service available?	no	 yes
33: Do you have intercity passenger rail service? Check all that apply.		
Commuter	no	 no
Intercity/Interstate(Amtrak)	no	 no



G. Physical Attractiveness

Report of Windham as compared to all jurisdictions

Question	Windham	Comparison Group
34: To what extent do you enforce codes and regulations on abandoned properties / abandoned vehicles / trash and rubbish disposal within your jurisdiction?	Very Vigorously	 Moderately
35: To what extent does your jurisdiction maintain streets, sidewalks, parks, etc., near available development sites?	Vigorously	 Moderately
36: Is there a hotline available for reporting code violations and maintenance needs within your jurisdiction?	yes	 no
37: Is there a system for monitoring the timeliness and quality of responses to reported violations within your jurisdiction?	no	 no
38: What percentage of the acreage within your jurisdiction is reserved for parks?	0-5%	 6-10%
39: What percentage of your housing stock is considered dilapidated?	0-5%	 0-5%
40: What percentage of your commercial buildings are boarded up or closed down?	0-5%	 0-5%
41: What percentage of commercial and industrial space is presently vacant?	11-15%	 6-10%
42: To what extent does your jurisdiction maintain publicly owned properties near available development sites?	Vigorously	 Moderately
43: Do you involve the arts community in the design of open space (street furniture, murals, etc.)?	no	 no

<p>Importance To Market</p> <p> Very Important  Important  Less Important</p>	<p>Your Performance Relative To Peers</p> <p> Strong  Average  Weak</p>
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Section 2: Agglomeration

A. Complementary/Supplemental Business Services

Report of Windham as compared to all jurisdictions

<i>Question</i>	<i>Windham</i>	<i>Comparison Group</i>
1: Are there CPA, business advisory and financial services firms in your jurisdiction?	yes	 yes
2: Are there law firms in your jurisdiction specializing in commercial law, intellectual property rights, and patents?	no	 yes
3: Are there branches of major commercial banks in the community?	yes	 yes
4: To what extent are the business services (e.g. venture capital, business planning, specialized recruiting, etc.) in your jurisdiction capable of working with emerging technical and scientific firms?	Not capable	 Moderately capable
5: Is your local chamber of commerce or business association actively involved in the economic development activities of your jurisdiction?	Moderately	 Moderately
6: Does your jurisdiction have an active volunteer economic development committee or nonprofit center for economic development?	yes	 yes
7: Is there an incubator or other form of cooperative and supportive space for start-up businesses in your jurisdiction?	no	 no



B. Critical Mass Firms

Report of Windham as compared to all jurisdictions

<i>Question</i>	<i>Windham</i>	<i>Comparison Group</i>
8: Does your jurisdiction have a development strategy, overall economic development plan or an economic development plan within your community master plan?	yes	 yes
9: Is your jurisdiction part of a county or regional OEDP or CEDS?	yes	 yes
10: If yes, what specific industry types or sectors are targeted in your jurisdiction's or your state's development strategy? (Check all that apply)		
Health care	no	 no
Other life sciences, including Bio-tech	no	 no
Traditional manufacturing	no	 no
Financial services	no	 no
Information technology	no	 no
Travel and tourism	no	 no

11: Does your jurisdiction or your state have development specialists available to assist in interpreting the needs of these clusters?	yes		yes
12: How aggressive is your industrial attraction policy?	Don't have one		Moderate
13: Does your state have a development strategy or economic development plan?	yes		yes
14: If yes, are there firms within specific industry types or sectors that are targeted in your jurisdiction's, your county's or your state's development strategy?	no		yes



C. Cross Marketing

Report of Windham as compared to all jurisdictions

<i>Question</i>	<i>Windham</i>	<i>Comparison Group</i>
15: Do you actively enlist the services of firms already resident in your jurisdiction to assist in attracting new firms?	no	 no
16: Do you engage local and regional business organizations to participate in marketing your jurisdiction?	no	 yes
17: Do you engage regional planning and development organizations to participate in marketing your jurisdiction?	no	 yes
18: Do you engage state agencies and organizations to participate in marketing your jurisdiction?	no	 yes



D. Marketing Follow-Up

Report of Windham as compared to all jurisdictions

<i>Question</i>	<i>Windham</i>	<i>Comparison Group</i>
19: Is there a formal de-briefing process with firms that chose to locate in your jurisdiction about what made the difference?	no	 no
20: Is there a formal de-briefing process with firms that chose <u>not</u> to locate in your jurisdiction about what made the difference?	no	 no
21: Do you have a formal procedure for contacting existing local firms about their satisfaction with your jurisdiction?	no	 no
22: Do you have a formal procedure for intervening when early news surfaces about firm dissatisfaction with your jurisdiction?	no	 no



E. Proximity to Universities & Research

Report of Windham as compared to all jurisdictions

<i>Question</i>	<i>Windham</i>	<i>Comparison Group</i>
23: How many major public or private four-year colleges or universities are located		

within your jurisdiction? (if none, type "0")

24: How many major public or private four-year colleges or universities are within 10 miles surrounding your jurisdiction? (if none, type "0")

25: How many community colleges are located within your political boundaries? (if none, type "0")

26: How many vocational/technical schools are located within your political boundaries? (if none, type "0")

Importance To Market	Your Performance Relative To Peers
<input type="radio"/> Very Important <input type="radio"/> Important <input type="radio"/> Less Important	<input type="radio"/> Strong <input type="radio"/> Average <input type="radio"/> Weak

Section 3: Cost of Land (Implicit/Explicit)

A. Infrastructure

Report of Windham as compared to all jurisdictions

<i>Question</i>	<i>Windham</i>	<i>Comparison Group</i>
1: Are there significant limitations to any of your existing infrastructure systems? - Water Supply	Capacity for Current Needs Only	 Sufficient Capacity for Growth & Reliable Service
2: Public Sewer		
3: Wastewater Treatment		
4: Natural Gas		
5: Electric Power	Sufficient Capacity for Growth & Reliable Service	 Sufficient Capacity for Growth & Reliable Service
6: Data/Telecommunications - Land Lines	Sufficient Capacity for Growth & Reliable Service	 Sufficient Capacity for Growth & Reliable Service
7: Data/Telecommunications - Cellular	Capacity for Current Needs Only	 Sufficient Capacity for Growth & Reliable Service
8: Data/Telecommunications - Fiber optic / Cable / DSL	Sufficient Capacity for Growth & Reliable Service	 Sufficient Capacity for Growth & Reliable Service



B. Rents

Report of Windham as compared to all jurisdictions

<i>Question</i>	<i>Windham</i>	<i>Comparison Group</i>
9: What is the current average square foot cost for existing retail space in your central business district (Triple Net/Annual)?	11	 11
10: What is the current average square foot cost for existing manufacturing space (Triple Net/Annual)?	6	 5.50
11: What is the current average square foot cost for existing general office space in your central business district (Triple Net/Annual)?: CLASS A		
12: What is the current average square foot cost for existing general office space in your central business district (Triple Net/Annual)?: CLASS B	13	 12.00
13: What is the current average square foot cost for existing general office space in your central business district (Triple Net/Annual)?: CLASS C	9	 8
14: Of all the available office space in your jurisdiction, what percentage is: CLASS A		
15: Of all the available office space in your jurisdiction, what percentage is: CLASS B	60	 between 39 and 40

16: Of all the available office space in your jurisdiction, what percentage is: CLASS C	40		40
17: What is the current average square foot cost for existing retail space in your highway business district (Triple Net/Annual)?	11		11
18: What is the current average square foot cost for existing general office space in your highway business district (Triple Net/Annual)?: CLASS A			
19: What is the current average square foot cost for existing general office space in your highway business district (Triple Net/Annual)?: CLASS B	13		between 10 and 10-15
20: What is the current average square foot cost for existing general office space in your highway business district (Triple Net/Annual)?: CLASS C	9		8



C. Quality of Available Space

Report of Windham as compared to all jurisdictions

Question	Windham	Comparison Group
21: Approximately what percentage of available sites in your jurisdiction would be considered contaminated redevelopment (brownfield) sites?	0-10%	 0-10%
22: Approximately what percentage of available sites in your jurisdiction would be considered abandoned or underutilized shopping centers?	0-10%	 0-10%
23: Approximately what percentage of available sites in your jurisdiction would be considered unused open land / greenfield sites?	51+%	 0-10%
24: What experience does your jurisdiction have with the redevelopment of contaminated or brownfield sites?	None	 Limited



D. Land (space)

Report of Windham as compared to all jurisdictions

Question	Windham	Comparison Group
25: Approximately how much land, if any, currently zoned for other uses, is currently under serious consideration for rezoning for commercial/industrial development? (if none, enter 0)		
26: Approximately how much land, if any, currently zoned for industrial development, is currently under consideration for rezoning to non-industrial use? (if none, enter 0)		
27: What proportion of the parcels available for industrial development or large scale commercial development is of 5 acres or more?	51+%	 11-20%
28: Approximately how much vacant developable land in your jurisdiction is currently zoned for commercial / industrial uses?	437	 between 156 and 190
29: Approximately how much vacant useable industrial or warehouse space exists in existing commercial / industrial buildings in your jurisdiction?	30,000	 between 100,000 and 150,000
30: Approximately how much vacant useable office space exists in existing commercial / industrial buildings in your jurisdiction?	20,000	 25,000

Importance To Market  Very Important  Important  Less Important	Your Performance Relative To Peers  Strong  Average  Weak
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Section 4: Labor

A. Labor Cost

Report of Windham as compared to all jurisdictions

Question	Windham	Comparison Group
1: What is the prevailing average hourly wage rate for semi-skilled, blue-collar manufacturing workers?	\$20+	 \$12.51-\$20
2: What is the prevailing average hourly wage rate for mid-level clerical workers?	\$12.51-\$20	 \$12.51-\$20
3: What is the prevailing average annual salary for public high school teachers?	\$55,000+	 \$45,000-\$54,000
4: Is there a local minimum/living wage statute?	no	 no

Importance To Market <input checked="" type="radio"/> Very Important <input checked="" type="radio"/> Important <input type="radio"/> Less Important	Your Performance Relative To Peers  Strong  Average  Weak
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B. Workforce Composition

Report of Windham as compared to all jurisdictions

Question	Windham	Comparison Group
5: What percentage of your workforce is Unskilled?	1-25%	 1-25%
6: What percentage of your workforce is Semi-skilled	1-25%	 1-25%
7: What percentage of your workforce is Technically skilled	26-49%	 1-25%
8: What percentage of your workforce is Managerial	26-49%	 1-25%
9: What percentage of your workforce is Professional	26-49%	 1-25%
10: What percentage of your workforce uses English as a second language?	0-10%	 0-10%

Importance To Market <input type="radio"/> Very Important <input checked="" type="radio"/> Important <input type="radio"/> Less Important	Your Performance Relative To Peers  Strong  Average  Weak
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C. Unions

Report of Windham as compared to all jurisdictions

Question	Windham	Comparison Group
11: Have any employers in your jurisdiction had a major strike or work stoppage within the last three years?	no	 no
12: Has there been a major union organizing drive among public or private workers in the last 3 years?	no	 no
13: Do labor unions have a significant presence in the labor market of your jurisdiction?	Somewhat	 Somewhat

Importance To Market <input checked="" type="radio"/> Very Important <input type="radio"/> Important <input type="radio"/> Less Important			Your Performance Relative To Peers <input checked="" type="checkbox"/> Strong <input type="checkbox"/> Average <input type="checkbox"/> Weak		
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D. Labor (available)

Report of Windham as compared to all jurisdictions

Question

14: What percentage of residents age 25+ have earned at least a high school diploma?

Windham	Comparison Group
85+% <input checked="" type="checkbox"/>	66-84%

15: What percentage of residents age 25+ have earned at least a bachelor's degree?

36-50% <input checked="" type="checkbox"/>	21-35%
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Importance To Market <input type="radio"/> Very Important <input type="radio"/> Important <input type="radio"/> Less Important			Your Performance Relative To Peers <input type="checkbox"/> Strong <input type="checkbox"/> Average <input type="checkbox"/> Weak		
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E. Workforce Training

Report of Windham as compared to all jurisdictions

Question

16: Which of the following workforce training resources do you interact with to respond to skill development needs of firms?

Regional employment board or state employment services department

Windham	Comparison Group
no <input type="checkbox"/>	no

Area High schools

no <input type="checkbox"/>	no
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Voc-tech school or Community college

no <input type="checkbox"/>	no
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Human service or nonprofit career training centers

no <input type="checkbox"/>	no
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17: Do you support public/private partnerships to provide specific workforce training?

no <input type="checkbox"/>	yes <input checked="" type="checkbox"/>
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18: Is there an adult education program readily available to residents of your jurisdiction?

yes <input type="checkbox"/>	yes <input type="checkbox"/>
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Importance To Market <input type="radio"/> Very Important <input type="radio"/> Important <input type="radio"/> Less Important			Your Performance Relative To Peers <input type="checkbox"/> Strong <input type="checkbox"/> Average <input type="checkbox"/> Weak		
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Section 5: Municipal Process

A. Industry Sensitivity

Report of Windham as compared to all jurisdictions

<i>Question</i>	<i>Windham</i>	<i>Comparison Group</i>
1: Does your jurisdiction have a marketing program based on the needs identified by industrial or office location specialists?	no	no
2: Do you have a quick response team available when negative data/stories/incidents about your jurisdiction make the news?	no	no
3: Do you actively engage local business spokespersons to speak on behalf of your jurisdiction?	no	no
4: Do you have a strategy for engaging your jurisdiction's racial or ethnic populations in unique businesses, festivals, etc., as a way to attract regional niche shopping?	no	no
5: Do you have a strategy for taking locally developed products and bringing them into regional markets?	no	no
6: Does your jurisdiction have a marketing program based on existing core strengths, identified opportunities or industry concentrations?	no	no

Importance To Market <input checked="" type="radio"/> Very Important <input type="radio"/> Important <input type="radio"/> Less Important	Your Performance Relative To Peers <input checked="" type="checkbox"/> Strong <input type="checkbox"/> Average <input type="checkbox"/> Weak
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B. Sites Available

Report of Windham as compared to all jurisdictions

<i>Question</i>	<i>Windham</i>	<i>Comparison Group</i>
7: Does your jurisdiction own sites that it is currently marketing for development?	no	yes
8: Do you maintain a complete list of sites that are available for development in your jurisdiction?	no	yes
9: Do you maintain an active relationship with commercial real estate brokers/developers/agents with sites in your jurisdiction?	yes	yes
10: Do your land use regulations protect land currently zoned industrial from encroachment by residential other incompatible uses?	yes	yes
11: Do you have an active strategy for reclaiming or land banking tax delinquent and tax title properties?	yes	yes
12: Do you have an active strategy for reclaiming abandoned or underutilized shopping plazas?	no	no

Importance To Market <input checked="" type="radio"/> Very Important <input type="radio"/> Important <input type="radio"/> Less Important	Your Performance Relative To Peers <input checked="" type="checkbox"/> Strong <input type="checkbox"/> Average <input type="checkbox"/> Weak
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C. Timeliness of Approvals

Report of Windham as compared to all jurisdictions

<i>Question</i>	<i>Windham</i>	<i>Comparison Group</i>
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13: What is the average time from application to completion of the review process for the following?: Site plan review	5-8 weeks		5-8 weeks
14: What is the average time from application to completion of the review process for the following?: Zoning variance	0-4 weeks		5-8 weeks
15: What is the average time from application to completion of the review process for the following?: Special permit	5-8 weeks		9-12 weeks
16: What is the average time from application to completion of the review process for the following?: Building permit	0-4 weeks		0-4 weeks
17: What is the average time from application to completion of the review process for the following?: Appeals process	0-4 weeks		5-8 weeks
18: What is the average time from application to completion or occupation in existing structures: Site plan review	5-8 weeks		5-8 weeks
19: What is the average time from application to completion or occupation in existing structures: Zoning variance	9-12 weeks		5-8 weeks
20: What is the average time from application to completion or occupation in existing structures: Special permit	5-8 weeks		9-12 weeks
21: What is the average time from application to completion or occupation in existing structures: Building permit	5-8 weeks		0-4 weeks
22: What is the average time from application to completion or occupation in existing structures: Appeals process	9-12 weeks		5-8 weeks



D. Predictable Permits

Report of Windham as compared to all jurisdictions

<i>Question</i>	<i>Windham</i>	<i>Comparison Group</i>
23: Do you provide a checklist of permitting requirements to prospective developers?	yes	 yes
24: Do you provide a flowchart of the permitting process to prospective developers?	no	 no
25: Do you provide a development handbook to prospective developers?	no	 no
26: Do you allow for a single presentation of a development proposal to all review boards and commissions with relevant permit authority?	no	 no



E. Fast Track Permits

Report of Windham as compared to all jurisdictions

<i>Question</i>	<i>Windham</i>	<i>Comparison Group</i>
27: Do you pre-permit development in certain districts?	no	 no
28: Are there any publicly or cooperatively owned industrial parks in your jurisdiction that have their own expedited permitting authority?	no	 no

29: Do you have an "overlay" district that allows expedited permitting of certain uses? no  no

30: Do you market "fast track" permitting to potential developers or firms? no  no



 **F. Citizen Participation in the Review Process**

Report of Windham as compared to all jurisdictions

<i>Question</i>	<i>Windham</i>	<i>Comparison Group</i>
31: To what extent do abutters slow the permitting process in your jurisdiction?	Somewhat 	Somewhat 
32: To what extent do organized neighborhood groups slow the permitting process?	Very much 	Somewhat 
33: To what extent do elected officials in your jurisdiction expedite development by facilitating dialogue with community groups?	Very little 	Very little 
34: Do you establish a specific time frame and procedure for abutter or neighborhood response in the initial stage of the process?	yes 	yes 
35: Do interested parties get multiple opportunities for review and comment during the various development review processes?	yes 	yes 
36: Has a development proposal in your jurisdiction been stopped by abutter or neighborhood opposition in the past 5 years?	yes 	yes 
37: Have officials from your jurisdiction intervened to rescue a development proposal that was engendered by abutter or neighborhood opposition in the last 5 years?	no 	no 



 **G. Permitting Ombudsman**

Report of Windham as compared to all jurisdictions

<i>Question</i>	<i>Windham</i>	<i>Comparison Group</i>
38: Is there another local official empowered to do so?	yes 	yes 
39: Does your jurisdiction require any local licenses for specific businesses or industries?	yes 	yes 
40: Is your jurisdiction involved in the process for businesses that require state or federal permitting or licensing?	yes 	yes 
41: Do you provide technical assistance for businesses in the state or federal permit / license application process?	no 	yes 
42: Does the chief executive officer of your jurisdiction play a significant role in ensuring the efficiency of your local permitting process?	no 	no 
43: Is there a "development cabinet" that is convened to review major developments?	no 	yes 
44: Do you have an established training program for development staff which regularly identifies critical adjustments in policy or regulation to accommodate	no 	no 

changing needs of firms?

45: Do you have an established training program for boards, commissions, authorities, districts, and elected officials which regularly identifies critical adjustments in policy or regulation to accommodate changing needs of firms?

no  no

46: If yes, approximately how long (in weeks) is your local licensing process for businesses?

0-4 weeks  0-4 weeks

Importance To Market <input checked="" type="radio"/> Very Important <input type="radio"/> Important <input type="radio"/> Less Important	Your Performance Relative To Peers <input type="radio"/> Strong <input type="radio"/> Average <input type="radio"/> Weak
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Section 6: Quality of Life (Community)

A. Cultural and Recreational Amenities

Report of Windham as compared to all jurisdictions

<i>Question</i>	<i>Windham</i>	<i>Comparison Group</i>
1: Is there a professional sports team resident within your jurisdiction?	no	no
2: Is there a major art, science or historical museum?	no	no
3: Is there a professional repertory theater company?	no	no
4: Is there a civic center, arena or major concert hall?	no	no
5: Is there a golf course within your jurisdiction?	yes	yes
6: Is there a symphony orchestra, opera, or ballet company?	no	no
7: Are there public beaches or boating activities within five miles of your jurisdiction?	no	yes



B. Crime

Report of Windham as compared to all jurisdictions

<i>Question</i>	<i>Windham</i>	<i>Comparison Group</i>
8: What was the residential burglary rate per 100,000 last year in your jurisdiction?	118	320
9: What was the auto theft rate per 100,000 last year?	41	between 138 and 150
10: What was the robbery rate per 100,000 last year?	6	48
11: What was the homicide rate per 100,000 last year?		



C. Housing

Report of Windham as compared to all jurisdictions

<i>Question</i>	<i>Windham</i>	<i>Comparison Group</i>
12: What was the median sale price of a single family home in your jurisdiction last year?	\$351,000-\$450,000	\$251,000-\$350,000
13: What was the median rent for a two bedroom apartment in your jurisdiction last year?	\$1251+	\$801-\$1000
14: What is the home ownership rate?	76+%	66-75%

15: What is the vacancy rate for rental housing?	Less than 3%		3-5%
16: What is the vacancy rate for homeowners? (percent of homes for sale)	Less than 3%		Less than 3%
17: Approximately what proportion of the major officers of firms located in your jurisdiction live in the community?	Some		Some



D. Local Schools

Report of Windham as compared to all jurisdictions

<i>Question</i>	<i>Windham</i>	<i>Comparison Group</i>
18: What is the average K-12 per pupil expenditure in your jurisdiction last year?	\$8,501+	 \$8,501+
19: If yes, what percentage tested as proficient English?		
20: If yes, what percentage tested as proficient in Mathematics?		
21: What percentage of your jurisdiction's K-12 students are eligible for free or reduced-cost lunch?	1-25%	 26-49%
22: What is the average combined SAT score (Verbal and Math) for college-bound seniors from your jurisdiction?	1051-1125	 976-1050
23: What percentage of high school seniors from your jurisdiction graduated in 2004?	75%+	 75%+
24: What is the high school drop out rate?	1-25%	 1-25%
25: Have any of the schools in your jurisdiction been deemed "underachieving"?	no	 no
26: What percentage of high school seniors go on to a four-year college?	50-74%	 50-74%
27: Are there any charter schools in your jurisdiction?	no	 no
28: What types of private schools are there in your jurisdiction?		
Parochial	no	 no
Non-sectarian	no	 no
Boarding	no	 no
29: Does your state mandate an assessment or proficiency test as a prerequisite for high school graduation?	no	 yes
30: If yes, are the tests used as a measure of performance within your local school district for teacher assessments/performance?		



Section 7: Quality of Life (site)

A. Amenities

Report of Windham as compared to all jurisdictions

Question

- 1: What proportion of existing development sites within your jurisdiction have the following within 1 mile?: Fast food restaurant
- 2: What proportion of existing development sites within your jurisdiction have the following within 1 mile?: Fine dining
- 3: What proportion of existing development sites within your jurisdiction have the following within 1 mile?: Day care
- 4: What proportion of existing development sites within your jurisdiction have the following within 1 mile?: Retail shops

	<i>Windham</i>	<i>Comparison Group</i>
Few		Most
Few		Some
Most		Most
Some		Most

Importance To Market  Very Important  Important  Less Important			Your Performance Relative To Peers  Strong  Average  Weak		
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Section 8: Business Incentives

A. State

Report of Windham as compared to all jurisdictions

<i>Question</i>	<i>Windham</i>	<i>Comparison Group</i>
1: Are businesses in your jurisdiction eligible for any special state tax incentives?	yes	yes
2: To what extent does your jurisdiction actively take advantage of any special state business incentives?	Very little	Somewhat
3: Does your state allow for priority funding for distressed economic areas?	yes	yes

Importance To Market			Your Performance Relative To Peers		
<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Very Important	Important	Less Important	Strong	Average	Weak

B. Local

Report of Windham as compared to all jurisdictions

<i>Question</i>	<i>Windham</i>	<i>Comparison Group</i>
4: Does your jurisdiction provide any additional tax or other financial incentives to local businesses?	no	yes
5: Does your jurisdiction actively pursue federal and/or state programs designed to assist in attracting and retaining businesses?	no	yes
6: Does your jurisdiction use Tax Increment Financing (TIF) or other programs to provide tax breaks to businesses?	no	yes
7: Do you grant TIFs for retail development?	no	no
8: Who negotiates the tax abatement?	Legislative	Legislative
9: Does your jurisdiction assist in securing financing for businesses with commercial lenders or state industrial finance mechanisms?	no	yes
10: Do you actively pursue locating local, state, and federal (public) facilities, including post offices, to stimulate the creation of amenities and other attractions to spur private sector commercial and industrial development?	no	yes
11: Do you participate in a regional brownfield revolving loan fund or offer your own?	No brownfields funds utilized	Regional
12: Does your jurisdiction offer any of the following incentives for businesses to locate in your jurisdiction? (Check all that apply)		
Revolving loan fund	no	no
Loan guarantees	no	no
Revenue bonds	no	no
Equity participation	no	no

Business district group loans

no  no

13: Is any part of your jurisdiction in a designated Enterprise Zone?

no  no

Importance To Market	Your Performance Relative To Peers
<input checked="" type="radio"/> Very Important <input type="radio"/> Important <input type="radio"/> Less Important	<input checked="" type="checkbox"/> Strong <input type="checkbox"/> Average <input type="checkbox"/> Weak

Section 9: Tax Rates

A. Local

Report of Windham as compared to all jurisdictions

Question	Windham	Comparison Group
1: Does your jurisdiction tax property in industrial or commercial uses at a different rate than residential properties?	no	yes
2: If yes, what is the tax rate on industrial/commercial property? \$ /\$1,000		
3: If yes, what is the tax rate on residential property? \$ /\$1,000		
4: If no, what is the tax rate on all property?	16.10	between 12.69 and 13.50
5: What % of your tax revenue is derived from: Industrial %	1	6.27
6: What % of your tax revenue is derived from: Commercial %	6	12
7: What % of your tax revenue is derived from : Residential %	93	75+
8: What types of taxes are collected by your jurisdiction to pay for local services?		
Property tax	yes	yes
Local sales tax	no	no
Local income tax	no	no
9: Are there different revenues sources to pay for K-12 education?	yes	yes
10: Does your jurisdiction impose impact fees on new commercial or industrial development?	yes	no

Importance To Market <input checked="" type="radio"/> Very Important <input type="radio"/> Important <input type="radio"/> Less Important			Your Performance Relative To Peers <input checked="" type="checkbox"/> Strong <input type="checkbox"/> Average <input type="checkbox"/> Weak		
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B. Tax Delinquency

Report of Windham as compared to all jurisdictions

Question	Windham	Comparison Group
11: How many properties in your jurisdiction are more than one year delinquent in taxes?	0-50	100-200
12: How many properties are tax defaulted or subject to the power of sale?	100-200	50-100
13: When do you choose to auction tax title properties?	5-10 years	1-5 years
14: Do you have an organized and defined process for conducting such auctions and ensuring that they are successful/effective?	yes	yes
15: Do you auction the "right to foreclose" on tax delinquent properties?	no	no
16: Do you seek tax abatement on tax title properties to allow the liens to clear for new owners?	yes	no

17: If a tax delinquent/tax title property serves as an impediment to development, do the properties receive special attention? yes  yes

Importance To Market <input checked="" type="radio"/> Very Important <input type="radio"/> Important <input type="radio"/> Less Important	Your Performance Relative To Peers <input checked="" type="checkbox"/> Strong <input type="checkbox"/> Average <input type="checkbox"/> Weak
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Section 10: Access to Information

A. Website

Report of Windham as compared to all jurisdictions

<i>Question</i>	<i>Windham</i>	<i>Comparison Group</i>
1: Does your jurisdiction's website list all local development policies and procedures?	no	no
2: Does your website have contact information for key officials?	yes	yes
3: Does your website have general information about your jurisdiction?	yes	yes
4: How frequently is your website updated?	Weekly	Weekly
5: Does your website include an explicitly designed economic development tool aimed at businesses and developers?	no	no
6: Is there a development permit checklist/flow chart on the website?	no	no
7: Are permit applications available for downloading on the website?	no	yes
8: Are they date certified to ensure that they are the most recent version (i.e. the same version that you would get in person)?	no	no
9: Is it possible to file a permit application electronically?	no	no
10: Is there a list of available land and building sites on the website?	no	no
11: If yes, check the types of information available about each site. (Check all that apply)		
:Owner	no	no
Square footage of vacant land	no	no
Square footage and quality of existing buildings and structures	no	no
Abutters	no	no
Zoning	no	no
Assessed Value	no	no
Tax rate	no	no
Current tax status (e.g. paid up, delinquent)	no	no
Contamination	no	no
Aerial photo	no	no
GIS link	no	no

12: Other, Please Specify

13: Is there a posting of current hearings available on the website? no  yes

14: Is there a posing of pending applications available on the website? no  no

15: Is there a listing of current members of development review boards and staff contact information? yes  yes

16: Are there links to other local development resources? (Check all that apply)

State finance agencies no  no

State permitting agencies no  no

Regional planning agencies no  no

Regional development organizations no  no

Workforce training organizations no  no

Local public/quasi-public financing resources no  no

Demographic information no  no

Economic development agencies no  no

17: Other, Please Specify

18: Are there links to other locally-based private/non-profit organizations?

Colleges & Universities no  no

Chambers of Commerce no  no

Community Development Corporations no  no

Arts and cultural organizations no  no

Sports and recreation venues no  no

Convention and tourist organization no  no

19: Other, Please Specify

20: Is there a designated webmaster or staff person responsible for maintaining the website? yes  yes

Importance To Market  Very Important  Important  Less Important			Your Performance Relative To Peers  Strong  Average  Weak		
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